Business Plan 2014-15
Ontario Tourism Marketing Partnership Corporation

Table of Contents

Executive Summary	2
Environmental Scan	3
Performance Measures: Balanced Scorecard	6
Moving Forward: OTMPC Strategic Directions	7
Operating Budget	13
Corporate Profile: Mandate, Organization and Operating Environment	16
Corporate Communications Plan and Stakeholder Outreach	21
Risk Management	24

EXECUTIVE SUMMARY: LAUNCHING STRATEGY

Tourism in Ontario represents a $23 billion industry, generating some 300,000 jobs and contributing to economic prosperity. OTMPC plays a significant leadership role in marketing Ontario as a destination, partnering with regions and the tourism industry locally and globally to grow market share.

The OTMPC Board of Directors has approved a new *Strategic Plan 2014-17* to inspire future priorities and goals, launching the multi-year Plan in 2014-15:

Vision
To position Ontario as a preferred global destination

Mission
To generate increased visitation by Ontario, Canadian and international tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results-oriented investment partnerships.

Priorities:

1. **BUILD AND DELIVER THE CASE FOR INVESTMENT**
   - Champion the economic value and impact of tourism industry sectors
   - Create and support inter-ministerial synergies
   - Generate an effective communications strategy that celebrates the tangible benefits of investing in building the Ontario tourism brand
   - Enhance links to and relationships with business industry leaders (e.g. chamber of commerce)

2. **BUILD A POWERFUL BRAND THAT DRIVES RESULTS**
   - Create and effectively execute the big brand idea – an emotional campaign to drive tourism visits and spend aligned to the brand strategy
   - Focus on key target markets and their audiences using OTMPC marketing insights
   - Encourage tourism industry to develop content/packages to attract the international market – 'Ontario Signature Experiences'
   - Identify and measure against key performance indicators

3. **DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY**
   - Maximize stakeholder investment in OTMPC marketing programs
   - Champion the Ontario brand to partners to adopt into their campaigns
   - Secure new external and private sector partners to participate in OTMPC programs
   - Measure and track brand alignment and partner investments

4. **EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS**

   Board
   - Actively participate to strengthen strategic relationships that champion and promote tourism's value and economic impact

   Committees
   - Inform and advise on tourism's value to the economy

   OTMPC
   - Foster a culture of leadership, passion and accountability
   - Encourage and reward fact-based decision making
   - Operate with an investment mindset
   - Be forward looking and find new and innovative products

ENVIRONMENTAL SCAN

Global Economic Environment
Following the 2009 global economic downturn, slow growth and economic uncertainty continue to prevail globally:

- In the United States, the outlook remains optimistic as consumer and corporate indebtedness decline, the housing market strengthens and low inflation allows United States wage growth. However, a burgeoning fiscal deficit and political issues pose risks to continued strong growth.
- The Eurozone is emerging from one of its longest recessions, supported by a weak Euro.
- Growth rates have slowed in China and India, though they remain high compared to the rest of the world. China is tackling a credit challenge and foreign investment has been declining both in China and India.
- Global trade recovery is not happening as hoped and some emerging markets have experienced competitiveness losses.[1]

Over the past few years, a strong financial system and resource-based economy allowed Canada to avoid the severity of economic challenges faced by other developed countries. However, there is a risk that slowing economic growth in emerging countries could result in reduced demand for resources and put pressure on Canada's economic growth and fiscal deficit.

Slow economic growth and high unemployment is having an impact on consumer behaviour around the world. In most developed countries, including the United States and Canada, consumers have increased their savings rate and curtailed spending. In emerging markets, like China and India, fast-growing industrial production is resulting in the emergence of a populous middle class with the means for consumption and a keen interest in travel.

Accordingly, the travel forecast to 2016 from the Ministry of Tourism, Culture and Sport's (MTCS's) Research Unit indicates slow growth in visitation from within Canada and from developed countries, with a much stronger growth rate from emerging markets. Key traditional markets, including Ontario, the United States and the United Kingdom, will continue to account for the largest volume of visits and visitor expenditures in absolute terms. And, in spite of a slowdown, China has now surpassed all other countries to become the number one source of outbound tourism in the world, and the third-largest inbound market for Ontario after the United States and United Kingdom.

Competitive Environment
Ontario's tourism industry is operating in an increasingly competitive environment. More countries recognize the potential of tourism as an economic contributor and jobs driver. Many nations are increasing investments in tourism product development and marketing. Travel consumers have also broadened their horizons, leading to the emergence of new travel destinations. With increased choice, mature destinations like Ontario must invest to build new or refresh tourism product and to market more competitively.

The new Brand USA provides the United States with a robustly-funded and strategic marketing organization. One of its primary target markets is Canada, with emphasis on Ontario, which results in more Ontarians visiting the United States. Brand USA's international investments also generate significant competition for Canadian international and provincial marketing efforts.

Cheaper and more convenient air travel has resulted in increased accessibility worldwide, though airfare to and from Canada remains less competitive than from United States airports. Air capacity from China to Ontario remains strong at 20 flights per week and Air Canada is expected to announce the launch of

[1] Tourism Economics; Global Travel Outlook, October 2013

a new route from Tokyo Haneda to Toronto starting in March 2014. New routes to Canada are needed to optimize competitive advantage.

Travel Behaviour

While consumers remain committed to travel, they spend less by taking fewer or shorter trips, travelling to near destinations and cutting back accommodation, restaurant and recreational spending. Counter-intuitively, today's value-conscious travellers appear to be willing to pay for unique, authentic experiences.

Travel within Ontario carried the provincial tourism industry over the last couple of years, in the face of a major decline in United States visitation. However, 'staycations' do not contribute as much to the economy as foreign visitation. *Ontarians account for 83% of visitation but only 57% of expenditures.* Outbound visitation by Ontarians due to the strong Canadian dollar also poses a risk to domestic travel.

Within Canada, Quebec remains Ontario's largest source market. Quebecers perceive Ontario as reasonably appealing and safe, particularly Toronto and Niagara Falls. However, Quebecers find Ontario generally indistinguishable from their own tourism offerings, with which they are more comfortable.

American travellers continue to favour their own domestic destinations (New York City, New England) to avoid border inconveniences. Despite limited direct advertising in the United States near markets, Ontario's standing as a short-trip destination has been stable in the last few years, though at a lower level than previously. In United States mid-markets, Ontario continues to have a low profile as a potential destination with limited knowledge about what Ontario has to offer. *United States visitors account for 11% of visitation and 18% of tourist expenditures.*

In total, 13% visitation from outside Canada results in 33% of tourism expenditures in Ontario. Overseas' markets represent a small portion of Ontario visitation (2%), but are high-yield (15%) as visitors from these countries stay longer and try to do as much as they can during their stay. In 2011, 50% of overseas visits originated in Europe, 28% in Asia and 15% in the Americas. However, looking to the future, the Ministry has projected 96% expenditure growth between 2010 and 2014 from China and 40% growth from India.

With the emergence of the new middle class and affluence in emerging market countries, there is potential for increased visitation. Tapping into new source markets and providing competitive customer service will require enhanced understanding the different needs and interests of international travellers, as well as cultural differences. OTMPC recognizes the need to establish and promote a strong emotional connection with the Ontario Canada tourism brand. The Ontario industry needs to adapt to new customer preferences, provide multilingual services, multilingual signage and promotional materials.

Social and Cultural Environment

Global and provincial demographic changes also impact travel to Ontario. Within the province, Ontario's population is getting older. Although the empty-nester baby boomer generation has more money and time to travel than previous generations, its net worth has been eroded in recent years and many plan to keep working longer. The younger generation has more money and is demonstrating a high priority on travel. Again, with many available choices and a stronger Canadian dollar, Ontarians are travelling extensively to international destinations. Ontario's best opportunity with regards to intra-provincial travel is to offer quality competitive tourism experiences for short getaways.

Many of Canada's new immigrants have settled across the Greater Toronto Area (GTA). Many new immigrants, while integrating into an English-speaking culture, maintain their mother tongue, demonstrated in part by media consumption. Although newcomers tend to travel to their homeland, a desire to know their new surroundings and share them with visiting

friends and relatives provides a timely opportunity for Ontario tourism. To better serve Ontario's diversity, from within the province and a widening array of international markets, future tourism offerings need to be more tailored to different cultural backgrounds, culinary preferences and travel interests.

Technology

Advances in technology and rapid consumer adoption rates offer both an opportunity and a challenge. Easier digital access for consumers to obtain information and plan travel is imperative in a highly-competitive marketing environment. Digital channels also play an increasingly inspirational role through the sharing of travel experiences during and after the trip. As well, new emerging consumer communications are changing the digital landscape, including mobile advertising, user-generated content, full-length professional videos, and location-based communications. Today's connected consumer expects 24/7 access to information. Competing digitally generates advantages, but requires significant ongoing investments.

ONTARIO | OTMPC

OTMPC BALANCED SCORECARD: 2014-15 Goals

Operations

Board

Board Attendance (% members attending meeting)				
	Q1	Q2	Q3	Q4
12/13 Actual	82%	67%	69%	73%
13/14 Actual	72%	86%	TBD	TBD
14/15 Goal	90%	90%	90%	90%

Committees

		Goal
14/15 Meetings	RTO	3
	Sector	3
	Metrics	3
	Northern	3

OTMPC Corporate

Y-T-D % Staff Participation in learning				
	Q1	Q2	Q3	Q4
13/14 Actual	20%	27%	TBD	TBD
14/15 Goal	25%	50%	75%	100%
Learning Plan				
Number Staff who took Training				
12/13 Actual	43	20	20	5
13/14 Actual	18	7	TBD	TBD
14/15 Goal	20	20	20	20
Budget Variance to Forecast				
12/13 Actual	1%	4%	2%	2%
13/14 Actual	-1%	0.3%	TBD	TBD
14/15 Goal	<1%	<1%	<1%	<1%
Presidents' Council on Innovation and Creativity				
Quarterly meetings Goal				4

PLUS ANNUAL

Employee Engagement

	2011-12	2014-15
Goal	73%	73%
Actual	73%	*

NQI Certification

	2010-11	2011-13	2013-14
Goal	L1	L1	L2
Actual	L1	L1	TBD**

*MTCS has moved survey to 2014/15

**Complete application for L2 in 2013-14

Partnerships

($000s)

	Q1	Q2	Q3	Q4
Sales and Partnerships ($M, Includes OTIC sales)				
12/13 Actual	2,300	1,790	700	750
13/14 Actual	1,880	1,060	TBD	TBD
14/15 Goal	760	620	1,060	1,060
Leveraged Cash				
12/13 Actual	2,200	8,500	1,300	300
13/14 Actual	5,600	3,100	TBD	TBD
14/15 Goal	4,000	2,500	1,000	1,000
Leveraged In-kind				
12/13 Actual	600	2,400	1,800	700
13/14 Actual	400	1,450	TBD	TBD
14/15 Goal	400	1,700	1,800	700

TEMP Support	
14/15 # of events supported	100
14/15 Total grants $Ms	$1.9
TIPP Support	
14/15 # of campaigns supported	8
14/15 Total grants $Ms	$1.2

PLUS ANNUAL

Stakeholders' rating of OTMPC Performance

	2011-12	2012-13	2013-14
Goal	6.5/10	6.5/10	6.5/10
Actual	6.5/10	6.5/10	TBD

Based on organizations that are very, somewhat or not very familiar with OTMPC; conducted in Q4 of fiscal

Marketing

Campaign Results

Campaign ROI	Summer
12/13 ON Actual	14.4:1
13/14 ON Actual	TBD
14/15 ON Goal	12.0::1
12/13 US Actual	35.5:1
13/14 US Actual	TBD
14/15 Near US Goal	20.0:1

Media Relations Ad Equivalency Value ($M)				
	Q1	Q2	Q3	Q4
12/13 Actual	33.4	18.11	60.43	16.5
13/14 Actual	21.0	11.5	TBD	TBD
14/15 Goal	21.0	12.0	20.0	15.0
Leisure Trade Trained				
12/13 Actual	1485	1475	1564	640
13/14 Actual*	996	562	TBD	TBD
14/15 Goal	1060	660	1060	660
Lead Generation (partner click-throughs)				
12/13 Actual	421K	322K	138K	196k
13/14 Actual	213K	282K	TBD	TBD
14/15 Goal	250K	250K	140K	200K

PLUS ANNUAL

Incremental Trips Generated within Ontario

	2011-12	2012-13	2013-14
(1,000s)	899	309*	TBD

As 2012-13 Fall-Winter season did not have substantive campaigns, no tracking was conducted for that t period

Economic Impact

Border Crossings

Border Crossings to Ontario 2013-14	Q1	Q2	Q3	Q4
US Overnight	5.3%	-4.3%	TBD	TBD
US Same Day	-7.3%	-9.1%	TBD	TBD
Overseas	4.7%	3.3%	TBD	TBD
UK	0.9%	-2.4%	TBD	TBD
China	18.7%	25.9%	TBD	TBD
Germany	-7.8%	-9.6%	TBD	TBD

% change from same period in previous calendar year; calendar year: 2013

Accomodation 13/14	Q1	Q2	Q3	Q4
Occupancy	53.4%	62.4%	TBD	TBD

Calendar year: 2013

Corporate communications

14/15 # Passport Newsletters Goal	4
14/15 Public Presentations Goal	40

PLUS ANNUAL

Visitation and Expenditures

Visits (M)	2011	2012	2013
Ontarians	118.3	120.7	124.9
US	11.5	12.2	12.5
Overseas	2.1	2.2	2.3
Expenditure ($B)			
Ontarians	$12.9	$13.4	$14.0
US	$3.1	$3.6	$3.4
Overseas	$2.7	$2.7	$2.9
All Markets	$20.8	$21.7	$22.7

Measure on track | Measure concerns | Goal not achievable/not achieved

MOVING FORWARD: 2014-15 OTMPC STRATEGIC DIRECTIONS

The OTMPC 2014-15 Business Plan is designed to grow visitation and spend, while launching the new Strategic Plan 2014-17. The Business Plan is structured to reflect the Strategic Plan's four major pillars.

1. BUILD AND DELIVER THE CASE FOR INVESTMENT

1.1 Champion the economic value and impact of tourism industry sectors

OTMPC will actively participate in raising awareness about the economic contribution of tourism visitation and expenditures to Ontario, championing the value and impact of tourism. Key messages will emphasize in-province tourism, as well as visitation and expenditures emanating from the United States, European and Asian markets. OTMPC will underscore the collaborative role that the tourism industry plays through partnerships designed to position the provincial brand as a global destination of choice. Communications will include the impact of major events including WorldPride in 2014 and the Pan/Para Pan American Games in 2015.

1.2 Create and support inter-ministerial synergies

OTMPC will partner and collaborate with other ministries to align tourism to economic priorities, including international investments, transportation, ONroute centres, postsecondary education student recruitment, and aboriginal tourism development. OTMPC will also collaborate within MTCS to support major tourism agency colleagues such as the Niagara Parks Commission, St. Lawrence Parks Commission, Fort William Historical Park, Ste.-Marie among the Hurons and Discovery Harbour.

1.3 Generate an effective communications strategy that celebrates the tangible benefits of investing in building the Ontario tourism brand

OTMPC will develop a comprehensive corporate and continuous communications approach that celebrates the value and impact of tourism to government, industry partners and other stakeholders. Key messages will include: tourism's economic impact, OTMPC's marketing and research excellence, and the benefits of partnerships. The OTMPC Marketing Strategy, the revitalized Tourism Consumer Information System (TCIS), the tourism partners website, and bi-monthly Passport newsletter will be aligned to broadcast key messages.

1.4 Enhance links to and relationships with business industry leaders (e.g. Chamber of Commerce)

OTMPC will actively engage with the greater Ontario business community to link tourism to the greater Ontario community, including accommodation (hotels, motels and resorts), transportation (airlines, rail, and commuter), retail (shopping being a number one activity for tourists), and food and beverage (restaurants, wineries). As well, the Ontario Travel Information Centres will grow links to customer service-oriented tourism welcome centres across the province. OTMPC will partner with Ontario Chambers of Commerce, Festivals and Events Ontario, Attractions Ontario, Resorts Ontario, Regional Tourism Organizations (RTOs), Destination Marketing Organizations (DMOs) and tourism industry professionals to optimize mutually-beneficial opportunities.

2. BUILD A POWERFUL BRAND THAT DRIVES RESULTS

2.1 Create and effectively execute the big brand idea – an emotional campaign to drive tourism visits and spend aligned to the brand strategy

OTMPC invested in international brand research that revealed travellers in the 11 countries in which OTMPC actively markets are generally aware of Niagara Falls and Toronto as icons driving visitation. The research revealed that international tourists conceive the ideal Ontario vacation as both exciting and relaxing. In 2014-15, OTMPC will focus on bringing the brand essence of "surprising contrast" to life, in order to position Ontario Canada strongly in the global marketplace. This brand DNA aligns well with the 'vibrant cities close to nature' messaging currently featured in Canadian Tourism Commission (CTC) advertising.

To position Ontario as a preferred destination, OTMPC will deploy compelling visuals and powerful language and lead with experiences that resonate with consumers by target market. To serve consumer digital preferences, OTMPC will invest more in social media, travel apps and a revitalized website. Travel content aligned to consumer preferences along the purchase cycle will accelerate decision-making, grow awareness and stimulate greater levels of conversion. The brand campaign will complement MTCS's new music strategy, launched to promote Ontario as a major destination for the creation and performance of Canadian music.

OTMPC will launch its new brand marketing strategy in spring 2014 through a themed approach. The annual Ontario magazine will be transformed into multiple free standing inserts (FSIs), distributed in Ontario and key markets in the United States and designed to support a continuous presence throughout the year. This print platform will provide a vehicle for industry, sector associations and RTOs to co-invest through advertising. The FSIs will provide opportunities for travel packages and be supported through the website, social media and media relations. The spring and summer consumer campaign will also be supported by targeted television advertising.

OTMPC's Media Relations will align with the overall brand strategy to generate positive, editorial coverage of Ontario's tourism product worldwide. Media relations will ultimately provide a consumer-facing, credible third-party endorsement to inform and inspire consumer travel plans. Key opinion leaders in priority markets provincially, nationally and internationally will be engaged, with particular emphasis on the higher-yield markets (tourists with higher average spend per vacation).

With the Internet and social media now central to global travel planning and booking across all age and income groups, OTMPC will revitalize TCIS to support the new global brand. Over 80% of Canadian travellers cite websites as their usual travel shopping method, according to PhoCusWright's *Canadian Online Travel Overview*. To meet current and future consumer travel research and booking preferences, the new TCIS will include trip planning tools, interactive maps, a mobile responsive website, and more. Added functionality of the redeveloped TCIS is intended to increase visits to the website by 15% per year, and increase the number of social media followers.

OTMPC's OTICs will actively reinforce the brand strategy through effective personal customer service.

2.2 Focus on key target markets and their audiences using OTMPC marketing insights

In 2014-15, OTMPC will embrace a three-tier market prioritization strategy:

- Investments in Tier 1 markets will focus on brand advertising, travel trade and media relations and include Ontario, Quebec, the United States (New York, Michigan, Pennsylvania) and China.
- Investments in Tier 2 markets will focus on CTC partnerships, travel trade and media relations and include United Kingdom, Japan, Germany, Brazil, France and India.
- Investments in Tier 3 markets will focus on media relations and include South Korea, Mexico and the rest of Canada. (Should visa requirements for Mexico change, OTMPC will nimbly respond.)

OTMPC will partner strategically with all RTOs, DMOs and the industry as appropriate to international markets, with international partnership emphasis on RTO2 Niagara, RTO5 Toronto and RTO10 Ottawa which are positioned to collaboratively invest.

OTMPC's 2014-15 campaign will also focus Northern Office investments to support the 'avid' tourism industries of fishing, hunting, motorsports touring and outdoor adventures. In partnership specifically with RTOs 12 and 13, OTMPC will work with major communities in the north to promote northern cities as both destinations and gateways. To position Northern Ontario as a unique destination, OTMPC will build relationships with relevant airlines and reach into Manitoba, Quebec and the adjacent states of Minnesota, Wisconsin, Michigan, and Illinois. OTMPC will also reach out to consumers in the 'avid' markets of North Carolina (fishing), the United Kingdom (carp fishing) and Italy (hunting).

In 2012-13, OTMPC and the provincial RTOs invested in a Consumer Insight Research study, resulting in over 69,000 responses from Ontario, Quebec, Manitoba and 21 states in northeastern United States. The Consumer Insight Research identified 12 distinguishable tourism consumer segments, prioritized specific segments as primary targets for each provincial tourism region, and identified the segments with the most potential for the province as a whole. The detailed segment profiles now will serve as a foundation for developing more effective and targeted marketing strategies, as well as enhanced intra-provincial alignment. In 2014-15, OTMPC will focus North American branding and marketing endeavours to entice four to five consumer segments with the greatest promise of increasing visitation and expenditures. As well, OTMPC in 2014 will enhance its marketing efforts targeting the Lesbian, Gay, Transgendered and Bisexual (LGBT) communities in support of WorldPride 2014, and launch marketing efforts for the Pan / Para Pan American Games coming in 2015.

2.3 Encourage tourism industry to develop content/packages to attract the international market – 'Ontario Signature Experiences'

After a fall 2013 launch, OTMPC will build the new Ontario Signature Experiences program in 2014 to foster development and promotion of iconic tourism experiences that drive visitation. Aligned to the CTC Signature Experiences program, Ontario's program will encourage international consumers that Ontario offers a wide range of tourism activities of high calibre, and address a lack of awareness about culinary, cultural and urban experiences across the province.

2.4 Identify and measure against key performance indicators

OTMPC will measure the success of its endeavours by focusing on a number of specific performance measures: destination awareness and ranking of Ontario as a destination by consumers, advertising return on investment (ROI), and conversion metrics for consumers choosing travel to or within Ontario. The Balanced Scorecard will serve as a reporting tool.

3. DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY

3.1 Maximize stakeholder investment in OTMPC marketing programs

OTMPC will implement enhanced partnerships with corporate partners, the CTC, RTOs, DMOs, provincial industry sectors, and tourism operators. OTMPC's primary goal is to optimize mutually beneficial participation in provincial, national and international marketing efforts. With a co-investment approach, OTMPC will engage stakeholders to collaborate in the generation of packages, products and experiences. OTMPC will partner through joint marketing programs with industry and collaborate to generate innovative opportunities for industry engagement. OTMPC will simultaneously position the agency as a true collaborator, open to ideas that industry believes will further market development, industry economic development, and prosperity.

3.2 Champion the Ontario brand to partners to adopt into their campaigns

OTMPC will work with all its stakeholder partners to position Ontario Canada as a preferred local and global tourism destination. To encourage marketing alignment and co-investment, OTMPC will help train industry colleagues to take full advantage of the Consumer Insight Research findings, lead international missions that celebrate tourism assets under an Ontario Canada umbrella, and encourage development and marketing of enticing packages, products and tourism experiences to attract new customers.

Through revisions to the Tourism Event Marketing Program (TEMP) and the Tourism Industry Partnership Program (TIPP), OTMPC will encourage greater investment in out-of-province collaborative marketing endeavors. OTMPC's two programs will be migrated to the government's Grants Ontario system with new deadline dates implemented to streamline the review process. In 2014, the programs will have two application deadlines for spring/summer and fall/winter. Funding support for TEMP will be up to 75% of an applicant's in-province media buy (to a maximum of $20,000) and up to 50% of an applicant's out-of-province media buy (to a maximum of $150,000). Funding support for TIPP will be up to 40% of an applicant's out-of-province media buy to a maximum of $200,000. OTMPC has enhanced these two partnership programs to drive tourism growth within the province and to Ontario nationally and internationally.

3.3 Secure new external and private sector partners to participate in OTMPC programs

In 2014-15, OTMPC will expand awareness of beneficial marketing programs in order to increase stakeholder outreach and negotiate effective partnerships. A proactive approach will be implemented that communicates the benefits of partner engagement and enhances the reputation of OTMPC as a high-performing tourism marketer. OTMPC will endeavour to work with new corporate prospects in the accommodation, sports, food services, clothing, luggage, sports, heritage and transportation sectors. OTMPC thereby will develop new tourism marketing partnerships aligned to themed campaigns, extend market reach and generate revenues. OTMPC partnership staff will collaborate with RTOs, DMOs and industry colleagues to build and grow ongoing partnerships that are mutually beneficial.

The province's 11 OTICs are key players in the development of ongoing partnerships with both tourism consumers and industry stakeholders. Travel centres create a positive first impression for visitors and provide an essential link between the consumer and the tourism industry. The OTICs partner with Ontario Parks and, beginning in 2014, will partner with the Pan /Para Pan American Games to sell merchandise celebrating Ontario and the Games to visitors. The OTICs will continue partnerships with RTOs to sell tourism experiences. The visitor centres will continue to provide customized in-person information and advice on where to go and what to see and do with a view to extending visitor stay.

Also in 2014, OTMPC will continue to work in partnership with the Ministry of Transportation

(MTO) to improve travel information services as part of the reconstruction of 400-series highway ONroute service centres, providing content for electronic travel information kiosks. By May 2014, OTMPC will relocate the Toronto OTIC to the high-volume Union Station, under redevelopment in advance of the 2015 Games.

3.4 Measure and track brand alignment and partner investments

OTMPC will continue to encourage partnerships that provide direct co-investment and/or leverage in-kind investment from industry and work to optimize public/private sector resources to effectively and efficiently market Ontario as a year-round destination. As mentioned, in 2014-15, the re-launched partnership programs (TIPP, TEMP), existing partnerships with pan-provincial associations and northern Ontario stakeholders will continue. OTMPC will ensure its partnering opportunities and offers reflect the needs of industry stakeholders and target consumer segments. The results of this effort will be measured quarterly as part of the OTMPC Balanced Scorecard approach.

4. EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS

4.1 BOARD: Actively participate to strengthen strategic relationships that champion and promote tourism's value and economic impact

The OTMPC Board of Directors meets four times a year to provide advice, strategic direction and oversight related to agency activities. In 2014, the Board will launch a standing agenda item to monitor implementation of the Strategic Plan. The Board will also endeavour to be represented at various industry events to demonstrate member support for the Ontario tourism industry, and engage in championing tourism's importance to the Ontario economy. As well, OTMPC's Senior Management Team and staff will continue to build government and industry links and develop partnerships to strengthen relationships.

4.2 ADVISORY COMMITTEES - Inform and advise on tourism's value to the economy

OTMPC will engage its RTO Advisory Committee, Sector Advisory Committee, Northern Tourism Marketing Advisory Committee and Marketing Metrics Advisory Committee to ensure the agency receives timely input designed to optimize outputs and outcomes from OTMPC investments. OTMPC will engage its advisory committees as well to provide advice related to effective implementation of the agency's vision and mission, and to disseminate communications messages about the importance of tourism to the Ontario economy.

4.3 OTMPC - Foster a culture of leadership, passion and accountability

In 2013, OTMPC staff responded to an organizational culture assessment tool that defined the current and potential future organizational culture. As a result, a President's Counsel on Innovation and Creativity was formed to transform the agency's working culture away from one that is hierarchical, to one that emphasizes inter-department collaboration, innovation and creativity, and impactful marketing. The agency also functions through a holistic set of integrated team meetings, including a Directors' Table, Leadership Committee, regular All Staff meetings, and ongoing team meetings.

OTMPC has simultaneously generated enhanced accountability measures related to expenditures and procurement, and invested in learning opportunities and internal activities designed to foster passion for working at OTMPC and for tourism in general. Finally, OTMPC commits to operating within its FTE cap while accomplishing the organizational culture shift.

4.4 Encourage and reward fact-based decision making

OTMPC will continue to establish and measure key operational and strategic targets using the Balanced Scorecard approach, market intelligence on domestic and international markets, and market forecasts to ensure its marketing endeavours generate results.

4.5 Operate with an investment mindset - be forward looking and find new and innovative products

OTMPC will invest its resources and measure its effectiveness continuously within a context of endeavour geared to generating increased tourism visitation and expenditure results. OTMPC will research national and international tourism agency competitors to discover best practices, and engage collaboratively to market Ontario and Canada to the world.

2014-15 BUDGET November 6, 2013

		2013/14 Revised Fiscal Budget			Proposed 2014-15 Budget			Proposed 2015-16 Budget			Proposed 2016-17 Budget		
UNIT		Gross	Revenue	Allocation	Gross	Revenue	Allocation	Gross	Revenue	Allocation	Gross	Revenue	Allocation
MARKETING													
Brand Management													
B2C Production	Ontario	1,700	154	1,546	1,130	0	1,130	1,130	0	1,130	1,130	0	1,130
	Canada	300		300	80		80	80		80	80		80
	US	520		520	1,270	150	1,120	1,270	150	1,120	1,270	150	1,120
		600	600	0			0			0			0
	International	470		470	325		325	325		325	325		325
	Sub-total	**3,590**	**754**	**2,836**	**2,805**	**150**	**2,655**	**2,805**	**150**	**2,655**	**2,805**	**150**	**2,655**
B2C Canada Distr.	Ontario	2,100	1,134	966	2,580	885	1,695	2,580	885	1,695	2,580	885	1,695
	Canada	700	276	424	0	0	0	0	0	0	0	0	0
	Sub-total	**2,800**	**1,410**	**1,390**	**2,580**	**885**	**1,695**	**2,580**	**885**	**1,695**	**2,580**	**885**	**1,695**
General Travel		12		12	10		10	10		10	10		10
Merchandise *(2013 Storage)*					0		0	0		0	0		0
Media Relations		70		70	70		70	70		70	70		70
Creative Services		700		700	700		700	700		700	700		700
Strategic Planning- Agency		1,700		1,700	1,000		1,000	1,000		1,000	1,000		1,000
		8,872	**2,164**	**6,708**	**7,165**	**1,035**	**6,130**	**7,165**	**1,035**	**6,130**	**7,165**	**1,035**	**6,130**
International Markets													
US B2C		2,300	865	1,435	2,460	250	2,210	2,460	250	2,210	2,460	250	2,210
China B2B/C		1,500	1,000	500	1,800	250	1,550	1,800	250	1,550	1,800	250	1,550
International B2C		2,570	200	2,370	1,845	50	1,795	1,845	50	1,795	1,845	50	1,795
Travel Trade		1,240	30	1,210	1,180	85	1,095	1,180	85	1,095	1,180	85	1,095
In-Market Reps		935		935	695		695	695		695	695		695
General Travel International		15		15	20		20	20		20	20		20
Media Relations International		780		780	830		830	830		830	830		830
Special Projects (Pride/PanAm)		200	100	100	280	80	200	280	80	200	280	80	200
		9,540	**2,195**	**7,345**	**9,110**	**715**	**8,395**	**9,110**	**715**	**8,395**	**9,110**	**715**	**8,395**
TCIS Operations		3,350	50	3,300	3,500	0	3,500	3,500	0	3,500	3,500	0	3,500
TCIS Reserve		1,500		1,500	700		700	700		700	700		700
Market Research		1,000	100	900	800	50	750	800	50	750	800	50	750
TOTAL MARKETING		**24,262**	**4,509**	**19,753**	**21,275**	**1,800**	**19,475**	**21,275**	**1,800**	**19,475**	**21,275**	**1,800**	**19,475**

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION
2014-15 BUDGET

November 6, 2013

UNIT		2013/14 Revised Fiscal Budget Gross	Revenue	Allocation	Proposed 2014-15 Budget Gross	Revenue	Allocation	Proposed 2015-16 Budget Gross	Revenue	Allocation	Proposed 2016-17 Budget Gross	Revenue	Allocation
INDUSTRY RELATIONS													
Northern Office													
B2C Production	Ontario	120		120	180	20	160	180	20	160	180	20	160
	Canada/Quebec	10		10	20		20	20		20	20		20
	US	170		170	200		200	200		200	200		200
	Sub-total	**300**	**0**	**300**	**400**	**20**	**380**	**400**	**20**	**380**	**400**	**20**	**380**
B2C Distribution	Ontario	800	200	600	820	140	680	820	140	680	820	140	680
	Canada/Quebec	170		170	140	10	130	140	10	130	140	10	130
	US	1,800	200	1,600	2,050	555	1,495	2,050	555	1,495	2,050	555	1,495
	Sub-total	**2,770**	**400**	**2,370**	**3,010**	**705**	**2,305**	**3,010**	**705**	**2,305**	**3,010**	**705**	**2,305**
General Travel/ Office		140		140	130		130	130		130	130		130
Media Relations		240		240	220		220	220		220	220		220
Travel Trade		100		100	80		80	80		80	80		80
Consumer Shows		300		300	300	15	285	300	15	285	300	15	285
Partnerships/Regional Contracts		800		800	800		800	800		800	800		800
Strategic Planning - Agency		200		200	200		200	200		200	200		200
		4,850	400	4,450	5,140	740	4,400	5,140	740	4,400	5,140	740	4,400
OTICS - OPERATIONS		2,244	750	1,494	2,350	750	1,600	2,350	750	1,600	2,350	750	1,600
TEMP		1,915		1,915	1,900		1,900	1,900		1,900	1,900		1,900
TIPP		1,250		1,250	1,200		1,200	1,200		1,200	1,200		1,200
PARTNERSHIPS (FEI/RO/AO)/TIAO		600		600	580		580	580		580	580		580
SALES		50		50	50		50	50		50	50		50
TOTAL INDUSTRY RELATIONS		**10,909**	**1,150**	**9,759**	11,220	1,490	9,730	11,220	1,490	9,730	11,220	1,490	9,730

ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION
2014-15 BUDGET

November 6, 2013

UNIT	2013/14 Revised Fiscal Budget			Proposed 2014-15 Budget			Proposed 2015-16 Budget			Proposed 2016-17 Budget		
	Gross	Revenue	Allocation	Gross	Revenue	Allocation	Gross	Revenue	Allocation	Gross	Revenue	Allocation
ADMINISTRATION												
Salaries Marketing	3,705		3,705	3,730		3,730	3,730		3,730	3,730		3,730
Industry Relations (excl OTICs)	1,478		1,478	1,480		1,480	1,480		1,480	1,480		1,480
OTICs	2,856		2,856	2,980	120	2,860	2,980	120	2,860	2,980	120	2,860
President's Office and Corporate	887		887	890		890	890		890	890		890
Sub-total	8,926	-	8,926	9,080	120	8,960	9,080	120	8,960	9,080	120	8,960
Corp Services												
Human Resources	60	-	60	85		85	85		85	85		85
IT HQ	360	-	360	360		360	360		360	360		360
Facilities HQ	600	-	600	600		600	600		600	600		600
Tele/Supplies/Mail	200	-	200	200		200	200		200	200		200
Legal/Planning/Audit	30	-	30	30		30	30		30	30		30
Sub-total	1,250	-	1,250	1,275	-	1,275	1,275	-	1,275	1,275	-	1,275
Communications	50	-	50	50		50	50		50	50		50
Board of Directors/Committees	120	-	120	125		125	125		125	125		125
President's Office	20	-	20	20		20	20		20	20		20
TOTAL ADMINISTRATION	**10,366**	**-**	**10,366**	**10,550**	**120**	**10,430**	**10,550**	**120**	**10,430**	**10,550**	**120**	**10,430**
CONTINGENCY	239	0	239	232	0	232	232	0	232	232	0	232
TOTAL CORPORATION	**45,776**	**5,659**	**40,117**	**43,277**	**3,410**	**39,867**	**43,277**	**3,410**	**39,867**	**43,277**	**3,410**	**39,867**

CORPORATE PROFILE MANDATE, ORGANIZATION & OPERATING ENVIRONMENT

Overview
OTMPC was established on November 30, 1998 as set out in Ontario Regulation 618/98 under the *Development Corporations Act*. The regulation was amended by O. Reg. 12/04 on February 9, 2004 and by O. Reg. 271/04 on August 27, 2004. OTMPC is classified as an Operational Service Agency under the government's Agency Establishment and Accountability Directive.

Mandate
OTMPC is governed by Ontario Regulation 618/98 made under the *Development Corporations Act*. Its mandate, as provided for in the regulation, is:

(a) to market Ontario as a travel destination;
(b) to undertake joint marketing initiatives with the tourism industry;
(c) to support and assist the marketing efforts of the tourism industry; and
(d) in cooperation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

The following principles support the mandate:

(a) OTMPC is to lead the marketing of Ontario as a travel destination nationally and internationally;
(b) OTMPC and regional organizations are to work together to market travel within Ontario;
(c) OTMPC is to deliver marketing services that contribute to regional and economic development;
(d) OTMPC is to become a centre of excellence supporting provincial marketing; and
(e) OTMPC is to engage in partnerships to support the above objectives.

OTMPC's mandate to lead tourism marketing directly supports the Ministry of Tourism, Culture and Sport's ability to deliver on its mandate to stimulate economic growth and investment and create an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure.

Vision
To position Ontario as a preferred global destination

Mission
To generate increased visitation by Ontario, Canadian and international tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships.

Governance
OTMPC is governed by a Board of Directors comprised of business leaders who are appointed by the Lieutenant Governor in Council, based on recommendations from the Minister of Tourism, Culture and Sport. The Minister receives advice on Board membership through OTMPC's Governance and Nominations Committee and other interested parties.

In 2011-12, through implementation of the recommendations of an organizational assessment, the Board adopted four distinct Board Committees:

Executive Committee
Sets priorities and recommends objectives and strategies to the Board.

Human Resources Committee
Mentors President and ensures optimal leadership.

Finance, Audit and Risk Committee
Reviews financial performance and ensures that effective operating controls are in place.

Governance and Nominations Committee
Undertakes assessment of Board Directors' skills, succession planning and recruitment for Board and advisory committees.

Advisory Committees
The Board relies on input from industry committees reporting through committee

chairs. In 2012-13, the OTMPC Board restructured the advisory committees to include:

- an **RTO Advisory Committee** (up to 16 members), that supports the coordination, collaboration and alignment of RTO and OTMPC marketing programs and brand;
- a **Sector Advisory Committee** (up to 19 members), that focuses on tourism experiences as well as brand, core and emerging markets;
- a **Marketing Metrics Advisory Committee** (up to 8 members) to ensure appropriate performance measures are in place and reported; and
- a renewed **Northern Tourism Marketing Advisory Committee** (up to 17 members), that develops and monitors marketing strategies, tactics and programs for key Northern Ontario markets.

Accountability Relationship
The OTMPC is accountable to the Minister, through the Board of Directors and through the Tourism Agencies Branch, for the execution of its mandate.

The Minister is accountable to the Legislature and Treasury Board/Management Board of Cabinet for OTMPC's fulfilment of its mandate, compliance with government policies and reporting to the Legislature on OTMPC's affairs.

The Board is accountable to the Minister for the performance of OTMPC in fulfilling its mandate and for carrying out the roles and responsibilities assigned to the Board by the regulation, Management Board directives, and a Memorandum of Understanding (MOU) with the Minister.

The President and Chief Executive Officer (CEO) is accountable to the Board and Deputy Minister for OTMPC management and supervision of OTMPC's staff, while fulfilling the roles and responsibilities assigned by the Board, Management Board directives, the regulation, other relevant legislation and the MOU.

Staff of OTMPC are accountable to the CEO for carrying out their individual roles and responsibilities as assigned through the CEO.

Management of the OTMPC is led by: Chair, Antoni Cimolino; and President and CEO, Ronald Holgerson.

Operating Environment
As an operational service agency of the Province of Ontario, OTMPC operates in accordance with the government's operating directives and broad policy directions and is required to operate in accordance with management principles of the Government of Ontario. These principles include ethical behaviour, accountability, excellence in management, wise and prudent use of public funds, high-quality service to the public, fairness in the marketplace, and transparent and competitive procurement. Additionally, as part of its mandate, OTMPC supports government-wide and MTCS priorities as established by the Government of Ontario. It also supports collaboration and information sharing between the private and public sectors.

Organizational Structure
OTMPC's head office is located in Toronto with 11 OTICs located across the province (nine operate year-round and two operate on a seasonal basis). OTMPC also manages digital content for 15 kiosks in ONroute service centres, growing to 23 by 2014.

OTMPC employs a total of 88 staff. During the summer months, the OTICs employ approximately 84 students and three seasonal staff. Approximately 14% of the staff are represented by the Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO) and 71% by Ontario Public Service Employees Union (OPSEU). The remaining 15% of staff are management.

Department	FTEs
Office of President & CEO	4
Marketing	31
Industry Relations	14
Travel Centres	32
Corporate Services	7
Total	88

*Note: above FTEs do not include three seasonal staff and approximately 84 students employed at the OTICs.

OTMPC Organizational Chart

Links to Ministry Priorities
Key Initiatives Agenda
OTMPC will continue to work with MTCS to implement the Key Initiatives Agenda including delivering consumer segmentation research for the regions and undertaking joint marketing activities.

1812 Commemorative Celebration
OTMPC will work with the Ministry of Tourism, Culture and Sport to develop strategies to promote travel to communities of historical significance related to the War of 1812. Through 2014-15, OTMPC will provide input and marketing support to the Ministry's marketing strategy to promote War of 1812 initiatives such as the Tall Ships.

2014 World Pride
OTMPC will develop and implement a marketing strategy in 2014-15 in partnership with Travel Gay Canada and tourism and culture agencies in Toronto, Ottawa and Niagara Falls. Tactics will include social media, digital, print, media relations and GLBT associations.

2015 Pan Am/Para Pan Am Games
OTMPC will continue to work in collaboration with Toronto 2015 Games Organizing Committee, the CTC, the Ministry's Investment Development Office (IDO) and the RTOs impacted by the Games (RTO 2, RTO 3, RTO 5, RTO 6, RTO 7 and RTO11) on a tourism marketing strategy to leverage the 2015 Games.

Tourism and Cultural Agency Promotion
OTMPC will work with the Government of Ontario's tourism and cultural agencies and attractions to ensure Ontario's cultural and tourism assets are included, where possible, in OTMPC's marketing campaigns to raise their awareness and generate visitation.

Live Music Strategy
OTMPC will work together with music industry partners and the Ontario Media Development Corporation, and the Ontario Arts Council. Strengthening Ontario's live music scene is part of the Ontario government's plan to boost the economy and create jobs.

Involvement in Government-Wide Programs

Accessibility Standards for Customer Service
The Accessibility Standards for Customer Service came into effect on January 1, 2008. OTMPC continues to be compliant with outlined service standards. Going forward, OTMPC will revise documents as its programs and services change.

French Language Services
The OTMPC is committed to communicating in both official languages and ensures that marketing and communications materials are available in both English and French.

Ontario Service Directive
The OTMPC will support the Ontario Public Service's (OPS's) commitment to improve the quality of customer service it provides to clients.

Financial Partnerships
The OTMPC was established on the principle of working in partnership with the public and

private sector to market Ontario as a travel destination. Through partnerships with industry, OTMPC is able to extend the reach and duration of marketing programs for the benefit of both the industry and the province.

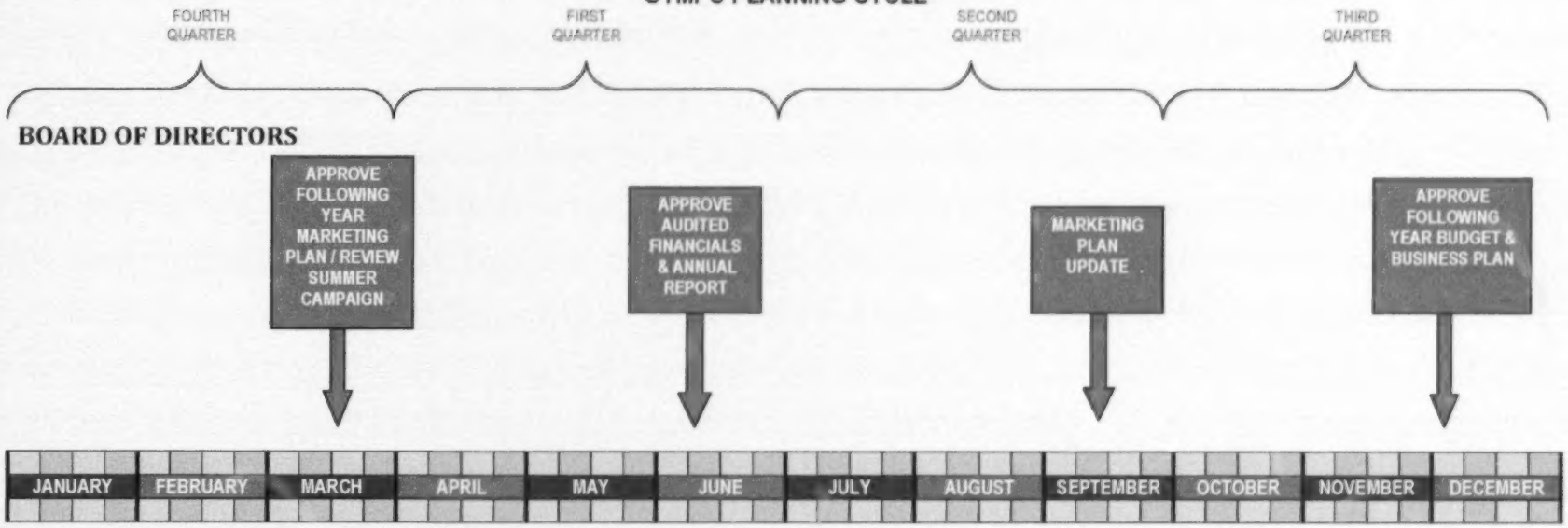
OTMPC partners with industry in the following three ways:

1. **OTMPC-Led Marketing Campaigns (cash)**
   Revenue is generated by OTMPC from industry partners for participation in OTMPC-led and delivered programs. Examples include advertising sold in print and digital campaigns.

2. **Industry-Led Marketing Campaigns (leverage)**
   OTMPC invests in industry-led projects in which OTMPC provides funding that is instrumental in the initiation of the project or in which OTMPC provides funding into an existing program and benefits from the joint marketing campaign. In 2013-14, OTMPC provided marketing assistance through TEMP to almost 100 festivals and events such as Boots and Hearts Music Festival, Collingwood Elvis Festival and International Plowing Match and Rural Expo. OTMPC also provides grants to support marketing campaigns for provincial sector associations such as Attractions Ontario, Resorts of Ontario and Festivals and Events Ontario. In addition, 10 DMOs have received marketing assistance for their own industry-led campaigns (e.g., Stratford Tourism, Barrie Tourism, and St. Jacobs Market consortium) from TIPP.

3. **Industry Contributions (in-kind)**
   Industry partners donate their goods and services in the participation of OTMPC-led and delivered programs. For example, OTMPC works with industry partners to support media familiarization tours. Industry provides in-kind services such as accommodations, transportation, meals and attractions admission to visiting media.

OTMPC PLANNING CYCLE



CORPORATE COMMUNICATIONS PLAN & STAKEHOLDER OUTREACH

Objectives

- To raise awareness of OTMPC and its activities to stakeholders in order to engage industry partners in OTMPC programs.
- To communicate OTMPC's new marketing strategy and generate support for the role OTMPC can play in creating synergies and alignment among partners.

Strategic Approach

- A proactive, multimedia communications strategy targeted at internal and external stakeholders that communicates benefits of partner engagement and enhances the reputation of OTMPC as a high-performing tourism marketer.

Audiences

Internal

- MTCS, Ministry of Economic Development and Innovation (MEDI), Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Ministry of Northern Development and Mines (MNDM), Ministry of Natural Resources (MNR), Ministry of Transportation (MTO), etc.
- OTMPC Board of Directors and advisory committee members

External

- Industry partners/individual operators
- RTOs
- DMOs
- Canadian Tourism Commission
- Sector associations (i.e. Resorts of Ontario, Attractions Ontario, Festivals & Events Ontario, etc.)
- Tourism Industry Association of Ontario
- Trade media (i.e. Canadian Travel Press, Marketing Magazine, etc.)
- Colleges and universities

Key Messages

Economic Impact

- The challenge facing Ontario's tourism industry is to successfully compete for the attention of the sophisticated global traveller in a competitive market.
- Ontario will promote an aligned, focused, strong voice that will position the provincial brand as a destination of choice regionally.
- Ontario will implement a strong international tourism brand to increase visitation and spend globally.
- OTMPC will optimize resources and leverage partnerships with a focus on regional and industry relationships provincially and CTC partnerships internationally.

Marketing Excellence

- OTMPC is building on its strengths in four program areas to improve access for industry and RTOs to its expertise and services.
    1. To capture more international visitors, OTMPC is investing in a strong **international brand** identity for the province as a destination of choice.
    2. OTMPC is implementing workshops with RTOs and stakeholders and bring to life the segments identified in the **Consumer Insight Research** report.
    3. To remain competitive and improve digital services for consumers, OTMPC is redeveloping its **Tourism Consumer Information System**.
    4. OTMPC continues to work with MTO to implement a strategy that will improve **travel information services** in high-traffic locations such as the ONroute service centres, Pearson airport and Union Station.

Enhanced Partnerships

- Partnerships are core to OTMPC's mandate and to supporting its relationships with the tourism industry in order to increase tourist visitation and expenditures in Ontario.
- OTMPC is working to implement enhancements to its partnership programs that align with its marketing mandate and strategic priorities to increase visitation and expenditures.

- The enhancements will reflect the evolving provincial role of OTMPC to drive tourism growth to the province nationally and internationally.
- The partnership programs for events and industry initiatives will continue to provide marketing assistance to tourism stakeholders in order to generate out-of-province visits to Ontario.
- To further extend its marketing reach, OTMPC will explore new partnerships with Ontario-based service companies in the accommodation, foodservices, clothing, luggage, sports, heritage and transportation sectors.

Organizational Effectiveness

- OTMPC cultivates a strong team through a culture of teamwork, engagement and learning.
- OTMPC is committed to staff learning and team building in order to stimulate innovation and creativity, as well as optimize delivery of programs and services.
- OTMPC embraces market research and continually works to improve the quality of its marketing programs and services.
- OTMPC establishes clear goals through a balanced scorecard approach and communicates its results though ongoing news and communications.
- OTMPC provides high-quality service to clients and partners while delivering efficient and effective programs.
- To build on its reputation as a high-performing tourism marketer, OTMPC strives to support marketing awards that recognize its leadership and excellence.

Anticipated outcome

- OTMPC plays a clear leadership role in the areas of brand, marketing research, interactive and travel information services.
- Industry supports OTMPC's new mandate/strategy.
- OTMPC and Ontario regions have strong partnerships.
- OTMPC is recognized by tourism industry partners as a high-performing tourism marketer.

Anticipated 2014-15 Ministry Approvals

- Spring/Summer campaign:
  - September 2014
- Magazines, tablets, free-standing inserts
  - FSIs launched Fall 2014 – August 2014
  - FSIs launched Winter 2014-15 – December 2014-15
  - FSIs launched Spring/Summer 2015 – January 2015
- Outdoor Adventures Calendar
  - September 2014
- Advertising as directed by Premier's Office/Cabinet Office
  - As appropriate

Communications Tactics and Timeline

Activity	Q1 (Apr-June 2014)	Q2 (July-Sept 2014)	Q3 (Oct-Dec 2014)	Q4 (Jan-Mar 2014)
Reports				
• annual report		X		
• quarterly report	X	X	X	X
• marketing plan			X	
Interactive Vehicles				
• www.tourismpartners.com	X	X	X	X
• Ontario PassPort e-newsletter	May issue	July & Sept. issues	November issue	Jan. & March issues
• e-mail blasts	as needed	as needed	as needed	as needed
• Linkedin (group discussion and corporate page)	Weekly posts	Weekly posts	Weekly posts	Weekly posts
Events/Meetings				
• One-on-one meetings with RTOs and industry	workshops re: implementation of consumer segmentation research	workshops re: implementation of consumer segmentation research	TIAO Summit	as needed
• OTMPC board meetings	X	X	X	X
• RTO, Sector, Marketing Metrics and Northern committee meetings	X	X	X	X
• OTMPC presentations at industry events	X Industry annual general meetings (as invited)		X Industry conferences (as invited)	X Industry annual general meetings (as invited)
Media relations				
• media launches	X Tourism Week/Summer launch FSIs	FSIs	FSIs	X Winter launch FSIs
• targeted releases/announcements	X Rendez-Vous Canada & Revamped Partnership Programs	X	X Ontario Tourism Awards	
Awards program submissions	X Marketing Magazine Awards		X Tourism Industry Association of Canada, Canadian Marketing Association (CMA) & Digital Marketing Awards	X International Association of Business Communicators (IABC) Gold Quill Awards

Risk Management 2014-15				
Risk Category	**Risk**	**Mitigation**	**LIKELIHOOD**	**IMPACT**
1. Financial Risk	**Risk:** Higher media buying and production costs in traditional media channels such as TV is too expensive and Ontario's tourism profile is reduced. **Risk:** Marketing undertaken under direction of Cabinet Office (currently $340,000) is not reimbursed.	**Mitigation:** OTMPC continues to shift its marketing from traditional media "channels" to more responsive and cost-effective digital marketing. OTMPC is using existing assets (such as repurposed 2012 summer TV ad in 2013) where possible. **Mitigation:** OTMPC historically is directed by Cabinet Office to seek full reimbursement via a Bulk Media Buy submission to Treasury Board in Q4.	3	3
2. Operational Risk	**Risk:** Not completing projects to high standards and on time. (e.g. TCIS, Union Station) **Risk:** In the event of a prolonged labour disruption or emergency, marketing and partnership activities could be delayed and fewer services will be available to the public.	**Mitigation:** Develop critical paths with partners on all initiatives. Monthly meetings with ministry on key initiatives. Project management discipline and executive oversight governance are being applied to the multi-year redevelopment of OTMPC's websites, call centre and databases. **Mitigation:** Business continuity plans for maintaining service have been updated.	3	4
3. Human Resources Risk	**Risk:** Inability to attract and retain the best-qualified staff if positions (including senior management) are unfilled or contracted temporarily. May result in lower confidence by staff and board.	**Mitigation:** All senior management positions have been filled as of May 2013. Improved workplace practices and performance are being pursued via Excellence Canada's level 2 (operating best practices) certification. All staff is expected to complete skills training. Employee engagement will be measured during the year (bi-annual process).	3	3
4. Information Risk	**Risk:** Ineffective or inappropriate performance measures can negatively impact program management and results.	**Mitigation:** A balanced scorecard has been adopted by the board and measures/benchmarks are being refined in 2013-14. Advisory committees, including a marketing metrics committee, meet regularly to share information and gauge the effectiveness of campaigns. Industry and OTIC consumers are surveyed and responses analyzed.	1	1
5. Strategic Risk	**Risk:** Failure to address the well-funded Brand USA marketing initiative could erode Ontario as a desirable tourism destination. Failing to meet the expectations of stakeholders will negatively impact OTMPC's reputation and could reduce tourism receipts.	**Mitigation:** Investments are being made in OTMPC's digital technology, a Toronto OTIC within the high-traffic Union Station, and a new, emotionally-appealing, research-based Ontario tourism brand for visitors from outside the province.	3	3

Stakeholder / Public Opinion Risk	**Risk:** Falling stakeholder satisfaction and failure to meet the expectations of the public, other governments, ministries, or tourism industry stakeholders will negatively impact government's and OTMPC's reputation.	**Mitigation:** New stakeholder advisory committees have been implemented to share and align market intelligence. Industry surveyed annually and responses analyzed. Affected event organizers will be consulted on revisions to the former Tourism Event Marketing Partnership Program.	**1**	**3**
7. Legal / Compliance Risk	**Risk:** Unfavourable legal outcomes could result in negative media coverage or monetary obligations. Outstanding legal issues include: "Creative Stock" and agency/website name change.	**Mitigation:** Legal Services Branch has been engaged on these issues. Potential financial implications are nominal.	**1**	**1**
8. Technology Risk	**Risk:** Overreliance on digital marketing to reach consumers and assist with trip planning and closing the sale.	**Mitigation:** Investments are being made in various marketing channels (digital technology, new or refreshed OTICs and a research-based Ontario tourism brand for use in various media). Digital marketing is more responsive and cost-effective than traditional media.	**3**	**1**
9. Governance Risk	**Risk:** Failure to meet deadlines and requirements could contravene regulations and directives. **Risk:** Failure to address the recommendations of external reviews could draw negative attention from stakeholders.	**Mitigation:** OTMPC works with the ministry to meet timelines and reporting criteria. **Mitigation:** Most review recommendations have been implemented. A new balanced scorecard and marketing metrics advisory committee helps evaluate operating effectiveness.	**1**	**3**
10. Capital Risk	**Risk:** Capital upgrades are not undertaken because premises are leased, capital needs have been limited and no capital funding has traditionally been provided to OTMPC.	**Mitigation:** Head office location is new as of 2008. MTO provided two new OTIC locations in 2011. Seven OTICs were closed in 2012. Ministry provided capital in 2013 to update OTICs and is providing capital in 2013 and 2014 to relocate the Toronto OTIC to Union Station.	**1**	**2**

Likelihood	Legend
5	Almost certain
2 3 4	Moderately likely
1	Rare
Impact	
5	High - Consequences would threaten the survival or continued effective operation of the activity, or attract adverse media attention, and require top-level management or ministerial intervention.
2 3 4	Medium - Consequences would not threaten the activity (i.e. a process, program, project, or initiative) but would mean that the activity could be subject to significant review or changes.
1	Low - Consequences would threaten the efficiency or effectiveness of some aspect of the program or function but could be dealt with internally.